



## 8.0 Maintenance & Operations

Facilities maintenance is the heart of a parks system infrastructure. Regular maintenance practices result in lower operational costs and less environmental impacts. Well-maintained facilities also invite the community to make use of parks, park facilities, and recreation programs - resulting in community support for facilities and programs that support residents' quality of life. City of Flagstaff parks and facilities are maintained by the Parks Section of the Public Works Division. Until 2009, parks maintenance was within the Parks and Recreation Division. With the 2008 creation of the Recreation Services Division, parks maintenance was moved to Public Works as the Parks Section of the Public Works Division. This chapter describes current maintenance practices and makes recommendations for future maintenance.

# Current Maintenance Practices

The City of Flagstaff maintains 143 acres of developed parks and facilities within the City. An additional 420 acres are undeveloped. The current service levels for park grounds and City facilities range between a Level 3 Moderate-Level Maintenance to Level 4 Moderately Low-Level Maintenance, which is a reduction in the frequency of tasks performed. When service levels fall to a Level 5 Minimum-Level Maintenance, which is a reduction of tasks to monthly or not at all, the Parks Section gives priority to safety based tasks.

The City maintains its parks in accordance with National Recreation and Parks Association (NRPA) Standards. The NRPA standards benchmark six levels of maintenance against which current and past practices are measured. The unique nature and needs of each park and areas within some parks are also considered in the benchmarks. These standards are:

**Level 1** is reserved for special, high-visibility areas that require the highest level of maintenance. Regional parks and specialty parks should be maintained at this standards. Examples of these types of parks that should receive level 1 maintenance are Thorpe, Wheeler and Continental parks.

**Level 2** is the normal standard the average park user expects to see on a regular, recurring basis. It is the desired standard. Neighborhood and Community Parks should be maintained at this standard.

**Levels 3 and 4** are just below the norm and result from staffing or funding limitations. The levels of maintenance are just below Level 2 resulting from staffing or funding limitations and include reductions in frequency of maintenance and a focus on maintaining the safety of park facilities and improvements. Currently, City of Flagstaff parks are maintained at this level.

**Level 5** is one above allowing the land to return to its natural, undeveloped state. Examples would include Buffalo, McPherson and Thorpe Parks, where only trails and trailheads are maintained. This level of maintenance would be appropriate at Picture Canyon, should it be designated a Specialty Park.

**Level 6** is land allowed to revert to a natural state or undeveloped open space already in its natural condition. This could include the areas in Buffalo Park exclusive of the developed trails, ramada and parking area as well as the open space areas of McPherson and Thorpe Parks.

While the City collects fees for events, ramada rentals and leagues, these fees return to the General Fund. As a result, the fees for these events are disconnected from the actual costs of maintenance that result for them. While the Parks Section recognizes that maintenance costs are subsidized through General Fund revenues, there has been some discussion of working to recover a greater portion of maintenance costs through fees.



Buffalo Park is maintained at Level 5



Thorpe Park should be maintained at Level 1.



Level 4 Maintenance.



# FACILITIES MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

| Policy   | Reduced  | Baseline  | Enhanced  |
|--|--|---|---|
| <b>GOAL 1: Provide Regular Park Maintenance.</b>                             |  |   |   |
| P.1.1: Maintain neighborhood and community parks at NRPA Maintenance Level 2 | A.1.1.1 Work with neighborhood organizations and special interest groups to assume maintenance responsibilities for Neighborhood (Pocket) Parks less than once acre. | A.1.1.1 Maintain Neighborhood Parks less than one acre in accordance with NRPA Maintenance Level 3.             | A.1.1.1 Maintain Neighborhood Parks less than one acre in accordance with NRPA Maintenance Level 2.             |
|  | A.1.1.2 Maintain only the developed portion of Neighborhood Parks one acre and greater in accordance with NRPA Level 3 Standards.                                    | A.1.1.2 Maintain Neighborhood Parks once acre and greater in accordance with NRPA Level 3 Standards.            | A.1.1.2 Maintain Neighborhood Parks once acre and greater in accordance with NRPA Level 2 Standards.            |
|  | A.1.1.3 Maintain only the developed portions of Community Parks at NRPA Maintenance Level 3 Standard.  | A.1.1.3 Maintain only Community Parks at NRPA Maintenance Level 3 Standard.                                     | A.1.1.3 Maintain only Community Parks at NRPA Maintenance Level 2 Standard.                                     |
|  | A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with NRPA Level 2 Standards.  | A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with NRPA Level 2 Standards. | A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with NRPA Level 1 Standards. |

# FACILITIES MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

| Policy   | Reduced   | Baseline   | Enhanced   |
|--|---|--|--|
|  | A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with NRPA Level 6 Standards.                                  | A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with NRPA Level 6 Standards.                                     | A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with NRPA Level 6 Standards.                                     |
| P.1.2 Identify the maintenance responsibility for all existing and planned facilities. | A.1.2.1 Coordinate with other Divisions within Public Works to share the maintenance burden when possible and practical.  |  |  |
|  | A.1.2.2 Enforce park, path and trail maintenance when it is the responsibility of private owners such as an HOA.  |  |  |
| P.1.3 Continue to budget for the maintenance of all facilities.                        | A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan, budget and maintenance funding sources to be provided as part of the initial park design. | A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan and budget and maintenance funding sources to be provided as part of the initial park design. | A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan and budget and maintenance funding sources to be provided as part of the initial park design. |

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| P.1.4 Develop a process for monitoring and inspecting all facilities of the system.  | A.1.4.1 Encourage Citizens to assist in identifying maintenance challenges by posting a "park hotline" phone number in parks and on the City website.                          | A.1.4.1 Subscribe to <a href="http://seedclickfix.com">seedclickfix.com</a> or other software that enables citizens to identify and/or photograph problems and inform the City about them.                                 | A.1.4.1 Inspect each park facility at least once each month to ensure proper maintenance.  |
| P.1.5 Use Best Practices to ensure high quality maintenance of Town-Owned Parks.   | A.1.5.1 Prepare maintenance plans for all district, regional and community Parks. Revise the plans at least annually.  | A.1.5.1 Prepare maintenance plans for all district, regional and community Parks. Revise the plans at least annually.  | A.1.5.1 Prepare maintenance plans for all district, regional and community Parks. Revise the plans at least annually.  |
|  |  |  | A.1.5.2 Obtain staff member certification through the <a href="#">National Parks and Recreation Association Maintenance Management School</a> .  |
| P.1.6 Require privately-owned parks to adhere to minimum maintenance standards that equal those of the City and parks and civic areas be constructed to City of Flagstaff standards. | A.1.6.1 Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the City for review and approval. | A.1.6.1 Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the City for review and approval. Require that the plans be revised annually. | A.1.6.1 Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the City for review and approval. Require that the plans be revised annually. |

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| Policy   | Reduced  | Baseline   | Enhanced   |
|--|--|--|--|
|  | A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the City and Homeowner Associations for all privately owned and maintained parks.   | A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the City and Homeowner Associations for all privately owned and maintained parks.   | A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the City and Homeowner Associations for all privately owned and maintained parks.   |
| P.1.7 Only accept dedications of developed parks that are greater than 20 acres unless accompanied by a 20-year maintenance and capital reserve fund | A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the City, require a maintenance plan and estimate of annual maintenance costs to be prepared. | A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the City, require a maintenance plan and estimate of annual maintenance costs to be prepared. | A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the City, require a maintenance plan and estimate of annual maintenance costs to be prepared. |
| <b>GOAL 2: Create Partnerships To Expand Operations And Maintenance Capabilities.</b>  |  |  |  |
| P.2.1 Reduce maintenance costs through public/private partnerships.  |  | A.2.1.4 Work with an entity such as the Flagstaff Tennis Association to pay for repairing and resurfacing City courts in exchange for operating the City tennis concession.                                    | A.2.1.4 Repave and resurface existing tennis courts.   |

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|   | A.2.1.2 Work with private concessionaires to construct and operate unique recreation facilities as identified in this plan.   |   |   |
| P.2.2 Maximize cost recovery for maintenance for events, ramada use, and league play.                                       | A.2.2.1 Achieve 80% maintenance cost recovery through a review of ramada rental, league and event fees.   | A.2.2.1 Achieve 70% maintenance cost recovery through a review of ramada rental league and event fees.  | A.2.2.1 Achieve 50% maintenance cost recovery through a review of ramada rental league and event fees.  |
| P.2.3 Continue to work with the City of Flagstaff Fire Department and other forest management entities to prevent wildfires | A.2.3.1 Rely on Fire Department Crews to thin and reduce wildfire risk in City of Flagstaff Parks.  | A.2.3.1 Continue to work with the City of Flagstaff Fire Department to thin and reduce wildfire risk in City of Flagstaff Parks.  | A.2.3.1 Annually assess the risk of wildfire and work with the City of Flagstaff Fire Department to thin and reduce wildfire risk in City of Flagstaff Parks.   |
| <b>GOAL 3: Plan For Future Park Renovation And Upgrades.</b>  |   |   |   |
| P.3.1 Identify a range of operations and maintenance funding opportunities.   | A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of City departments (such as police and fire) that develop projects which could affect a parks and recreation facility. | A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of City departments (such as police and fire) that develop projects which could affect a parks and recreation facility. | A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of City departments (such as police and fire) that develop projects which could affect a parks and recreation facility. |

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|        |         | <p>A.3.1.2 Identify future capital and maintenance upgrades and work with the City Finance Division to develop a sinking fund to pay for upgrades and renovations. Consider using a portion of BBB tax, development fees, other sources for the sinking fund.</p> | <p>A.3.1.2 Identify future capital and maintenance upgrades and work with the City Finance Division to develop a sinking fund to pay for upgrades and renovations. Consider using a portion of BBB tax, development fees, other sources for the sinking fund.</p> |